



The Business School  
for the World®



THE ADECCO GROUP



TATA COMMUNICATIONS

# The Global Talent Competitiveness Index 2019

*Entrepreneurial Talent and  
Global Competitiveness*

HIGHLIGHTS



**Bruno Lanvin and Felipe Monteiro, Editors**



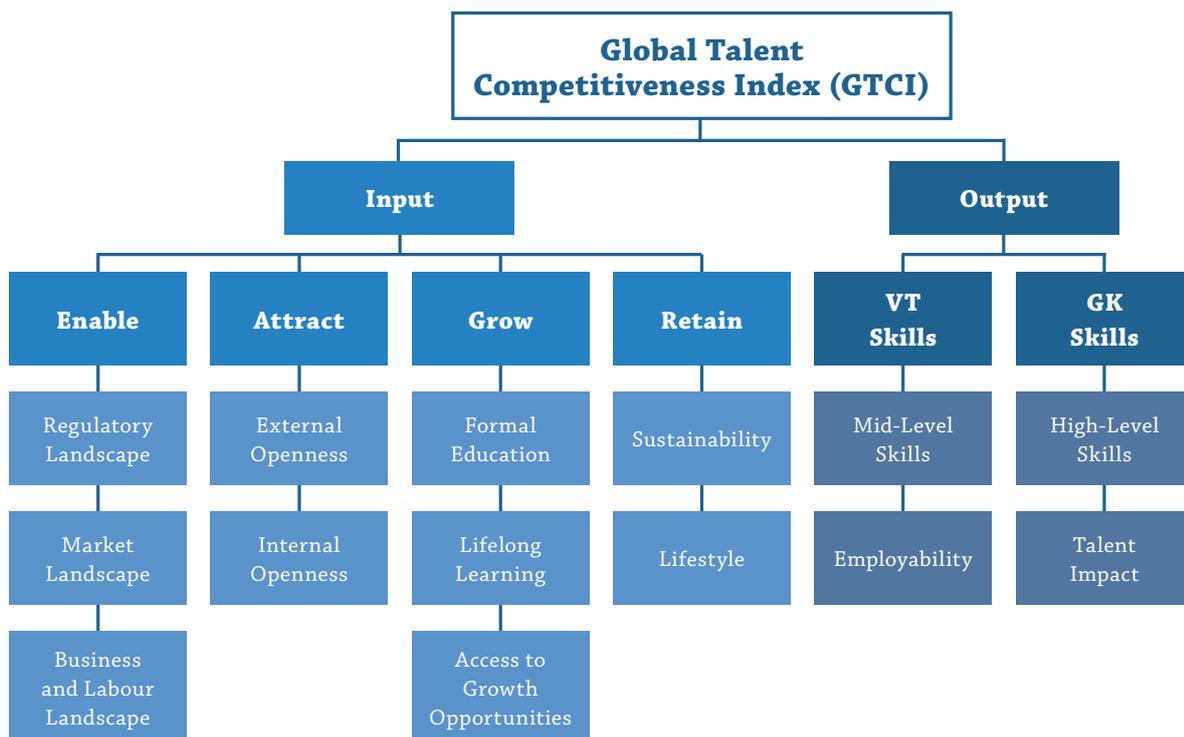
# Introducing the *Global Talent Competitiveness Index*

The first edition of the **Global Talent Competitiveness Index (GTCI)** was published in November 2013, capitalizing on INSEAD's successful experience in developing two other major Global Indices on Innovation (GII) and Global Information Technology (GITR). Given the vital importance of talent for prosperity, the ambition of GTCI is to be an action tool for continuous improvement in linking talent to economic development, and an instrument to stimulate dialogue between governments, business, academia, professionals and their associations, and citizens.

With this sixth edition addressing the theme of *Entrepreneurial Talent and Global Competitiveness*, GTCI aims to advance the current debate around entrepreneurial talent, providing practical tools and approaches to leverage the full potential of individuals and teams as an engine and a basis for innovation, growth, and ultimately competitiveness. One of the key working assumptions on which this report is based is that entrepreneurial talent cannot be reduced to some innate quality found in successful business founders and leaders. It should rather be regarded as an input to growth, innovation, and employment creation that can be measured and nurtured. There are conditions under which entrepreneurial talent can thrive and be stimulated. There are others under which it will be stifled, to remain an untapped or wasted resource. Multiple examples exist around the world of successful ways to generate, grow, attract and retain entrepreneurial talent, from entrepreneurs, from employers and from governments. Such examples deserve due consideration, as well as the ways in which they can be adapted to specific local contexts.

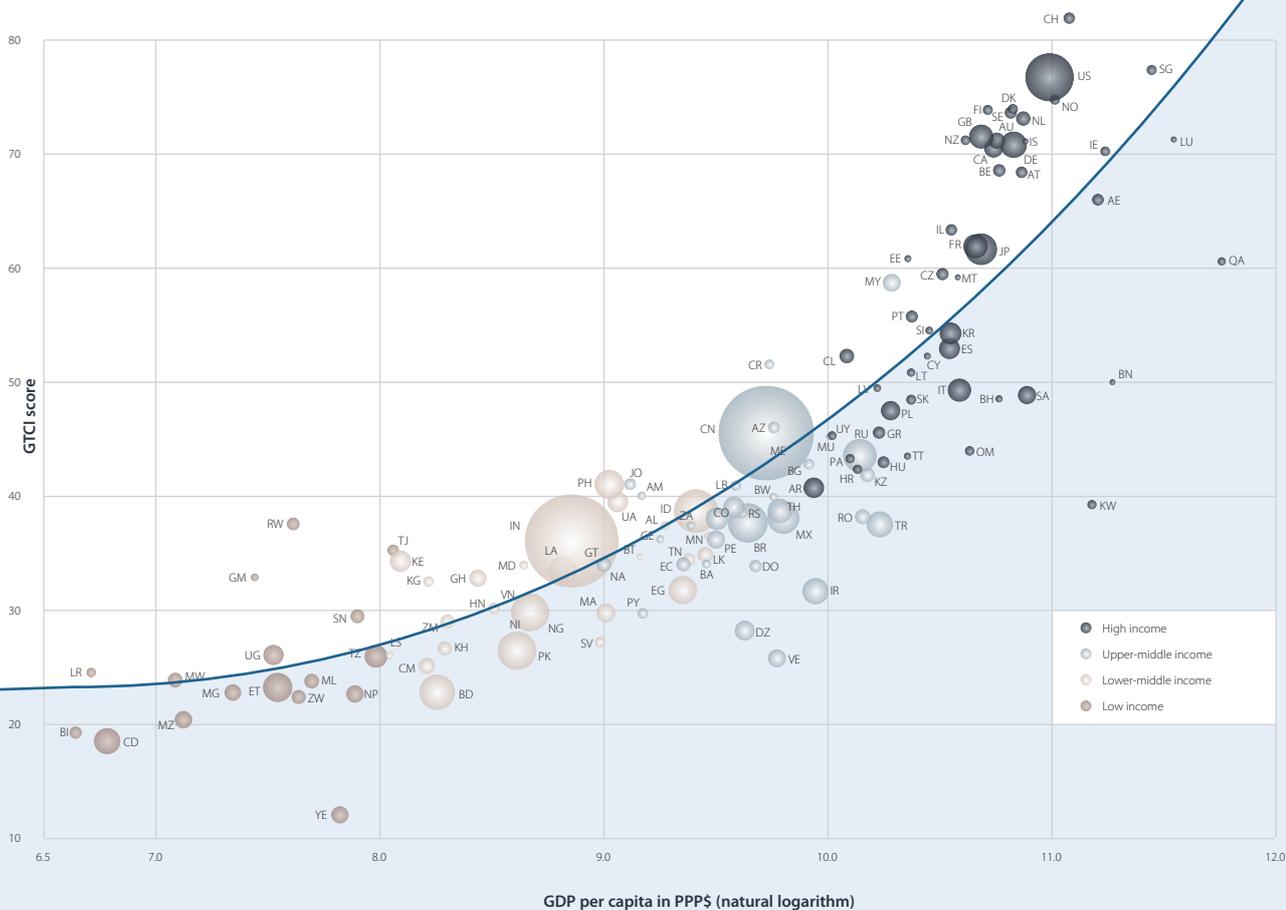
# The GTCI model keeps evolving

GTCI covers national and organisational parameters and generates insights to inspire action. Based on feedback and further analyses following the release of previous editions of the report, this year's index includes 68 variables. It covers 125 national economies, across all groups of income and levels of development. The GTCI is a composite index, relying on a simple but robust Input-Output model, composed of six pillars (four on the Input side and two on the Output side), and has (1) four pillars on the input side — Enable, Attract, Grow and Retain — focusing on actions for policymakers and business leaders, and (2) two output pillars, benchmarking national performances in Technical/Vocational and Global Knowledge skills, respectively.



# Competitiveness through talent – in organisations and nations

As in previous editions of GTCI, the positive correlation remains high between economic performance on the one hand and national talent competitiveness on the other. This is also true for cities (114 of them have been ranked in the report's special section on cities and regions). Yet since countries and cities have different contexts, their creative strategies and local innovations illuminate best practices that may inspire others. Moreover, this year's edition provides an opportunity to detect how, if at all, talent competitiveness is evolving in countries around the world, comparing performances in the GTCI over two three-year periods: 2014–2016 against 2017–2019.



Note: GDP per capita in PPP\$ and population data (represented by the size of the bubbles) are drawn from the World Bank's World Development Indicators database. The trend line is a polynomial of degree two ( $R^2 = 0.77$ ).

# Highlights from the GTCI 2019 edition

On a global scale, talent inequalities are broadening: the gap separating the talent champions from the rest has been growing rather than diminishing.

**Talent issues have become a mainstream concern for firms, nations, and cities.**

Talent performance is now clearly seen as key to growth, job creation, and innovation.

Entrepreneurial talent reflects a state of mind that can be grown, improved, and nurtured with a mix of policies, incentives, and management approaches that should be adapted to the specific context of individual countries.

New approaches are emerging to stimulate entrepreneurial talent. Radically different management systems have yet to be fully reflected in educational institutions, including business schools.

Cities will play increasingly central roles as entrepreneurial talent hubs. Entrepreneurial talent being strongly related to innovation, ecosystems around 'smart cities' will act as talent magnets.

Digitalisation and globalisation will increase the role of entrepreneurial talent. AI and automation will generate new business models, giving strategic importance to entrepreneurial talents.

## GTCI 2019 – Top 20

The top of the GTCI rankings is still dominated by Europe, with 7 non-European countries in the top 20: Singapore (2nd), the United States (3rd), New Zealand (11th), Australia (12th), Canada (15th), the United Arab Emirates (19th), and Israel (20th).

As was the case in previous editions, GTCI 2019 champions include a significant number of small high-income economies, many of them being either landlocked, island or quasi-island economies, including Switzerland (1st), Singapore (2nd), Luxembourg (10th), Iceland (13th), Austria (18th). Such economies have developed relatively open socio-economic policies in which talent growth and management are central priorities. All Nordic countries can also be found in this high performance group.

Since the creation of GTCI, one of its central findings has been that openness is key to talent competitiveness. Openness today means being open to entrepreneurial talent.

Compared to previous editions, GTCI 2019 shows a stronger performance by larger cities, in particular in the United States. This can be seen as evidence that cities can take on larger roles when nation states tend to retreat from global commitments.

COUNTRY	SCORE	OVERALL RANK
Switzerland	81.82	1
Singapore	77.27	2
United States	76.64	3
Norway	74.67	4
Denmark	73.85	5
Finland	73.78	6
Sweden	73.53	7
Netherlands	73.02	8
United Kingdom	71.44	9
Luxembourg	71.18	10
New Zealand	71.12	11
Australia	71.08	12
Iceland	71.03	13
Germany	70.72	14
Canada	70.43	15
Ireland	70.15	16
Belgium	68.48	17
Austria	68.31	18
United Arab Emirates	65.90	19
Israel	63.26	20

CITY	SCORE	OVERALL RANK
Washington, DC	69.2	1
Copenhagen	68.0	2
Oslo	66.1	3
Vienna	65.7	4
Zurich	65.5	5
Boston	65.4	6
Helsinki	65.0	7
New York	64.6	8
Paris	63.5	9
Seoul	62.7	10



# Beyond the Rankings

While the index rankings are at the core of the GTCI report, the analytic chapters contribute important context and insights by exploring critical aspects of talent competitiveness. The introductory chapter, written by the GTCI team at INSEAD (consisting of the directors Dr Bruno Lanvin and Pr Felipe Monteiro, with Michael Bratt), provides the background to this year's report, also outlining its key messages. It also includes an annex on the talent competitiveness performance of each of the income groups and regions of the 125 national economies covered by GTCI 2019.

Three additional chapters, authored respectively by the Adecco Group, Tata Communications, Haier, and one interview of BlaBlaCar CEO Mr. Frédéric Mazzella consider various aspects of entrepreneurial talent. This GTCI edition also includes — as in previous years — **a special section on the talent competitiveness of cities and regions**, with a modified model and a significantly larger coverage, as it now includes 114 cities.

Last but not least, a separate chapter has been authored by the Joint Research Centre of the European Union. As the recognized world authority on composite models, JRC has performed an in-depth audit of the GTCI model and methodology. As in previous years, the JRC chapter summarises the results of that audit (which confirms the robustness of the GTCI approach), and offers insights for possible further research in the area of talent competitiveness.

Detailed country tables and data tables are also offered as part of the report, providing additional possibilities for researchers, policy makers and decision makers to deepen their own reading and analysis of GTCI data. The full report and its tables can be freely downloaded from the GTCI website at <https://global-indices.insead.edu/gtci>.

# About GTCI's Partners



As one of the world's leading and largest graduate business schools, INSEAD brings together people, cultures, and ideas to change lives and to transform organisations. A global perspective and cultural diversity are reflected in all aspects of its research and teaching.

With campuses in Europe (France), Asia (Singapore), and the Middle East (Abu Dhabi), INSEAD's business education and research spans three continents. The school's 145 renowned faculty members from 40 countries inspire more than 1,400 degree participants annually in its MBA, Executive-MBA and PhD programmes. In addition, more than 11,000 executives participate in INSEAD's Executive Education programmes each year.

INSEAD participates in academic partnerships with the Wharton School of the University of Pennsylvania, the Kellogg School of Management at Northwestern University, the Johns Hopkins University/SAIS, the Teachers College at Columbia University and the MIT Sloan School of Management. In Asia, INSEAD partners with the School of Economics and Management at Tsinghua University (Beijing) and the China Europe International Business School-CEIBS (Shanghai). INSEAD is a founding member in the multidisciplinary Sorbonne University created in 2012, and also partners with Fundação Dom Cabral in Brazil.

Around the world and over the decades, INSEAD continues to conduct cutting-edge research and to innovate across all its programmes to provide business leaders with the knowledge and sensitivity to operate anywhere. These core values have enabled INSEAD to become truly 'The Business School for the World'.

INSEAD's MBA programme was ranked #1 by the *Financial Times* in 2016 and 2017.



The Adecco Group is the world's leading HR solutions partner. We provide more than 700,000 people with permanent and flexible employment every day. With more than 34,000 employees in 60 countries, we transform the world of work one job at a time. Our colleagues serve more than 100,000 organisations with the talent, HR services and cutting-edge technology they need to succeed in an ever-changing global economy. As a Fortune Global 500 company, we lead by example, creating shared value that meets social needs while driving business innovation. Our culture of inclusivity, fairness and teamwork empowers individuals and organisations, fuels economies, and builds better societies. These values resonate with our employees, who voted us in the top five on the Great Place to Work® - World's Best Workplaces 2018 list, for the second year running. We make the future work for everyone.

The Adecco Group is based in Zurich, Switzerland. Adecco Group AG is registered in Switzerland (ISIN: CH0012138605) and listed on the SIX Swiss Exchange (ADEN). The group is powered by nine lead brands: Adecco, Modis, Badenoch & Clark, Spring Professional, Lee Hecht Harrison, Pontoon, Adia, YOSS and General Assembly.



Tata Communications Limited, along with its subsidiaries (Tata Communications), is a leading global provider of A New World of Communications™. With a leadership position in emerging markets, Tata Communications leverages its advanced solutions capabilities and domain expertise across its global network to deliver managed solutions to multi-national enterprises and communications service providers.

The Tata Communications global network includes one of the most advanced and largest submarine cable networks and a Tier-1 IP network with connectivity to more than 240 countries and territories across 400 PoPs, as well as nearly 1 million square feet of data centre and colocation space worldwide.

Tata Communications' depth and breadth of reach in emerging markets includes leadership in Indian enterprise data services and leadership in global international voice communications. Tata Communications Limited is listed on the Bombay Stock Exchange and the National Stock Exchange of India.

# Contributors and Advisory Board

This edition of the GTCI Report is the result of a partnership between academia and business: between INSEAD, the Adecco Group, and Tata Communications. Beyond these faithful partners, our gratitude goes to the individuals and institutions who contributed chapters to this sixth edition, as well as to our Advisory Board, composed of prominent personalities representing academia, government and business. Their continuous support remains a key component of GTCI's global success.

## **Talal Abu-Ghazaleh**

Founder and Chairman,  
Talal Abu-Ghazaleh  
Organization  
(TAG-Org)

## **Thierry Breton**

Chairman & CEO, Atos,  
Former Minister of Finance,  
France

## **Peter Cappelli**

George W. Taylor  
Professor of Management,  
Director, Center for Human Resources,  
Wharton, University of Pennsylvania

## **Yoko Ishikura**

Professor Emeritus  
Hitotsubashi University  
Former Senior Manager  
at McKinsey Tokyo

## **Mats Karlsson**

Director, the Swedish Institute  
of International Affairs,  
Former Vice-President  
of the World Bank

## **Arnoud De Meyer**

President,  
Singapore Management  
University

## **Vineet Nayar**

Vice Chairman,  
HCL Technologies,  
Founder, Sampark Foundation

# Opportunities for future partnerships

INSEAD and its existing partners welcome future partners. The GTCI's partners believe in the role of talent in increasing the competitiveness of countries.

All partners would be invited to contribute analytical chapters or case studies to the GTCI Report, and to participate in the discussion and dissemination of results. They are acknowledged by the inclusion of their logo on the cover and all relevant documents produced.

## Contacts

**Dr Bruno Lanvin, Executive Director GTCI**  
[bruno.lanvin@insead.edu](mailto:bruno.lanvin@insead.edu)

**Pr Felipe Monteiro, Academic Director GTCI**  
[felipe.monteiro@insead.edu](mailto:felipe.monteiro@insead.edu)

**Anna Henry, Project Manager GTCI**  
[anna.henry@insead.edu](mailto:anna.henry@insead.edu)

### **INSEAD Europe Campus**

Boulevard de Constance  
77305 Fontainebleau Cedex, France  
Tel: +33 (0)1 60 72 40 00  
Fax: +33 (0)1 60 74 55 00

### **INSEAD Asia Campus**

1 Ayer Rajah Avenue  
Singapore 138676  
Tel: +65 6799 5388  
Fax: +65 6799 5399

### **INSEAD Middle East Campus**

Al Khatem Tower, ADGM Square  
Al Maryah Island, P.O. Box 48049  
Abu Dhabi, United Arab Emirates  
Tel: +971 2 651 5200  
Fax: +971 2 443 9461

